United Nations A/57/6 (Prog. 24)

General Assembly

Distr.: General
16 April 2002

Original: English

Fifty-seventh session

Proposed revisions to the medium-term plan for the period 2002-2005

Programme 24
Management and central support services

1. The preparation, format and content of the medium-term plan and its revisions are governed by the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation (ST/SGB/2000/8).

2. Regulation 4.13 provides, inter alia, that the medium-term plan shall be revised as necessary every two years to incorporate required programme changes and that the proposed revisions shall be as detailed as necessary to incorporate the programme implications of the resolutions and decisions adopted by intergovernmental organs and international conferences since the adoption of the plan.

3. The revisions to the medium-term plan for the period 2002-2005 proposed in the annex are as follows: modification of the overall orientation (paras. 24.1 and 24.2) and of subprogramme 2 (para. 24.10) and subprogramme 3 (para. 24.14).

4. The medium-term plan for the period 2002-2005 was adopted by the General Assembly in its resolution 55/234 of 23 December 2000 and issued as document A/55/6/Rev.1. The proposed programme budget for the biennium 2002-2003 is contained in documents A/56/6 and Corr.1 and Add.1 and 2 (Introduction, Sects. 1-33 and Income sects. 1-3). It was revised and approved by the General Assembly in its resolutions 56/253 and 56/254 of 24 December 2001.

5. In the proposed revisions, new text to be inserted appears in boldface type, and text to be deleted appears in strikeout type. An explanation of the changes is provided in italic type within brackets.

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Annex

Proposed revisions to programme 24, Management and central support services

Overall orientation

24.1 The overall objectives of this programme are to support the intergovernmental processes of the Organization by providing effective Secretariat support services to the General Assembly, the Security Council, the Economic and Social Council, the Trusteeship Council and their subsidiary organs, as well as to various special conferences and meetings held under the auspices of the United Nations, and to enhance the efficiency and effectiveness of the Organization in managing its administrative, financial and human resources. The basic mandate derives from relevant articles of the Charter of the United Nations, specifically Articles 8, 17, 97, 100 and 101. In addition, the Financial Regulations and Rules of the United Nations, the Staff Regulations and Rules, the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation (ST/SGB/2000/8), Assembly resolutions 41/213, 42/211 and the successive annual resolutions on the review of the efficiency of the administrative and financial functioning of the United Nations **as well as** resolutions 52/12 A and B, 52/220, ~~53/221~~, **55/231, 55/258** and other relevant resolutions of the Assembly provide the basis for implementing this programme. [*addition of new mandates*]

24.2 The overall strategy of the Department of Management in meeting the programme's objectives follows the Secretary-General's programme for reform adopted by the General Assembly in its resolutions 52/12 B and 52/220 and other relevant resolutions and decisions. The Department aims to strengthen the Secretariat's capacity to deliver the mandated programmes, **in particular through the introduction of results-based budgeting as a management tool for enhancing responsibility and accountability in the implementation of programmes and budgets.** Efforts to simplify procedures will continue, whenever possible and without adversely affecting the overall quality of services to be provided, in particular through the progressive upgrading of the technological capacity of the Secretariat, including determining how and where operations can best be carried out, while leaving central management to concentrate on policy development, guidance and monitoring of compliance. Attention will be paid to further strengthening the existing common and joint services and expanding and developing new common and joint services among the United Nations organizations wherever and whenever they would be the most efficient arrangement for providing support services. In this context, specific measures will be taken to strengthen the common services provided by the United Nations Office at Nairobi. [*updated to reflect General Assembly resolutions 55/231 and 55/258*]

Subprogramme 2 Programme planning, budget and accounts

Strategy

24.10 Substantive responsibility for this subprogramme rests with the Office of Programme Planning, Budget and Accounts, with support from the related operational units of the United Nations Offices at Geneva, Vienna and Nairobi. During the plan period, attention will be focused on strengthening budgetary and accounting policies and on the systematic strengthening of compliance and administration by the Secretariat with the Financial Regulations and Rules, the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation and other relevant policies and directives to ensure efficient use of the resources of the Organization. The translation of legislative mandates into plans and programme budgets and the application of the Regulations and Rules Governing Programme Planning to the regular budget, peacekeeping operation budgets, international tribunal budgets and extrabudgetary resources will be further improved **through the introduction of results-based budgeting** to facilitate the effective management, implementation, monitoring and evaluation of the Organization's activities and resources. Measures will be also taken to ensure accuracy and timeliness in meeting the Organization's financial obligations, in full compliance with the Financial Regulations and Rules of the Organization, in collecting, recording and processing relevant financial data and in further improving financial control and transparency in the presentation

of the financial statements and the accounts of the Organization to the United Nations Board of Auditors. Special efforts will be made to exploit fully the potential of the Integrated Management Information System by further training staff and developing analytical reports to identify opportunities for servicing users better and on a timely basis. [*updated to reflect General Assembly resolution 55/231*]

Subprogramme 3
Human resources management

Strategy

24.14 Substantive responsibility for this subprogramme rests with the Office of Human Resources Management, with support from the relevant organizational units of the United Nations offices away from Headquarters. During the plan period, the strategy will be focused, in particular, on comprehensive, expeditious and systematic recruitment, placement and career development policies; strategic planning; competency and skill development; improved conditions of service; the progressive establishment and implementation of a system of staff performance recognition; and a well-designed mechanism of staff accountability and responsibility at all levels. In order to delegate authority to the heads of departments and offices for the administrative functions relating to human resources management, a well-designed mechanism of accountability would be put in place in accordance with General Assembly resolution 53/221 while the role of the Office of Human Resources Management as a central authority for formulating policies, planning and monitoring will continue and will be reinforced. **In accordance with the decisions of the General Assembly contained in its resolution 55/258, the Office will concentrate on issues of improving accountability and responsibility in the reform of human resources management as well as the robust monitoring and control mechanisms, developing further criteria of mobility of staff to maximize its benefits for the Organization and further streamlining recruitment and placement procedures.** The Office will ensure full compliance with the Assembly resolutions and decisions on human resources management. Attention will also continue to be paid to enhancing the internal system of justice. [*updated to reflect General Assembly resolution 55/258*]

Legislative mandates

Subprogramme 1
Management services

General Assembly resolutions

~~54/249~~	~~Questions relating to the proposed programme budget for the biennium 2000-2001~~
55/231	**Results-based budgeting**
56/253	**Questions relating to the proposed programme budget for the biennium 2002-2003**

Subprogramme 2
Programme planning, budget and accounts

General Assembly resolutions

~~54/249~~	~~Questions relating to the proposed programme budget for the biennium 2000-2001~~
55/231	**Results-based budgeting**
56/253	**Questions relating to the proposed programme budget for the biennium 2002-2003**

Subprogramme 3
Human resources management

General Assembly resolutions

~~53/221~~	~~Human resources management~~
~~54/139~~	~~Improvement of the status of women in the Secretariat~~
~~54/249~~	~~Questions relating to the proposed programme budget for the biennium 2000-2001~~
55/258	**Human resources management**
56/127	**Improvement of the status of women in the United Nations system**
56/253	**Questions relating to the proposed programme budget for the biennium 2002-2003**

Subprogramme 4
Support services

General Assembly resolutions

~~54/14~~	~~Procurement reform~~
55/232	**Outsourcing practices**
55/247	**Procurement reform**

56/253 Questions relating to the proposed programme budget for the biennium 2002-2003

United Nations A/57/6 (Prog. 25)

General Assembly

Distr.: General
6 April 2002

Original: English

Fifty-seventh session

Proposed revisions to the medium-term plan for the period 2002-2005

Programme 25
Internal oversight

1. The preparation, format and content of the medium-term plan and its revisions are governed by the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation (ST/SGB/2000/8).

2. Regulation 4.13 provides, inter alia, that the medium-term plan shall be revised as necessary every two years to incorporate required programme changes and that the proposed revisions shall be as detailed as necessary to incorporate the programme implications of the resolutions and decisions adopted by intergovernmental organs and international conferences since the adoption of the plan.

3. The revisions proposed in the annex represent the realignment of strategies, expected accomplishments and indicators of achievement resulting from the reorganization of the programme to encompass three rather than four subprogrammes. There are no changes in the substance of the original medium-term plan, as there were no additions to or changes in legislative mandates. The revisions reflect the physical repositioning of existing language and necessary changes to reflect the new organizational structure approved by the General Assembly at its fifty-sixth session in the context of the adoption of the proposed programme budget for the biennium 2002-2003.

4. The previous four subprogrammes, central evaluation; audit and management consulting; central monitoring and inspection and investigations, would be realigned and renamed as follows: internal audit; monitoring, evaluation and consulting (which is subdivided into three parts: central monitoring and inspection, central evaluation and management consulting); and investigations.

5. The medium-term plan for the period 2002-2005 was adopted by the General Assembly in its resolution 55/234 of 23 December 2000 and issued as document A/55/6/Rev.1. The proposed programme budget for the biennium 2002-2003 is contained in documents A/56/6 and Corr.1 and Add.1 and 2 (Introduction,

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Sects. 1-33 and Income sects. 1-3). It was revised and approved by the General Assembly in its resolutions 56/253 and 56/254 of 24 December 2001.

6. In the proposed revisions, new text to be inserted appears in boldface type, and text to be deleted appears in strikeout type. An explanation of the changes is provided in italic type within brackets.

Annex

Proposed revisions to programme 25, Internal oversight

Overall orientation

25.2 The strategy for meeting the programme's objectives is based on the need to help Member States and the Organization ensure the compliance of programme activities with resolutions, regulations, rules and policies; the more efficient and effective delivery of the Organization's activities; the achievement of better results by determining all factors affecting the efficient and effective implementation of programmes, **as articulated in the road map towards the implementation of the United Nations Millennium Declaration (A/56/326)**; and the prevention and detection of fraud, waste, abuse, malfeasance or mismanagement. In carrying out its work, the overall approach of the Office is aimed at: (a) enhancing management of both human and financial resources of the Organization; (b) facilitating more transparent assignment of responsibility and accountability; (c) improving the systems of internal control by monitoring the compliance of oversight recommendations; and (d) protecting the assets of the Organization. [*changed to incorporate reference to the road map towards the implementation of the Untied Nations Millennium Declaration*]

25.3 The Office would realign the existing four subprogrammes into three: (a) internal audit; (b) monitoring, evaluation and consulting; and (c) investigations. The realigned subprogrammes would be carried out by: (a) the Internal Audit Division; (b) the Monitoring, Evaluation and Consulting Division; and (c) the Investigations Division respectively. This realignment aims to enhance functional synergies in programme monitoring, evaluation and management consulting in particular, and to improve the quality of oversight services and outputs in general. [*changed to reflect paragraph 28.3 of the proposed programme budget for the biennium 2002-2003, as approved by the General Assembly in resolution 56/253*]

Renumber old paragraphs 25.3 and 25.4 as 25.4 and 25.5 respectively.

Subprogramme 1
Internal audit

Objective

25.6 [*old paragraph 25.9*] The primary objective of the subprogramme is to ensure efficient and effective implementation and management of programmes, activities and operations by programme managers in accordance with the relevant legislative mandates.

Strategy

25.7 [*old paragraph 25.10, as revised*] Within the Office of Internal Oversight Services, substantive responsibility for this subprogramme is vested in the **Internal** Audit ~~and Management Consulting~~ Division. The Division will examine, review and appraise the use of financial resources in order to ensure the implementation of programmes and legislative mandates; ascertain compliance of programme managers with the financial and administrative regulations and rules as well as with the approved recommendations of external oversight bodies; ~~undertake management audits, reviews and surveys to improve the structure of the Organization and its responsiveness to the requirements of programmes and legislative mandates~~; monitor the effectiveness of the systems of internal control of the Organization; and ensure proper management of the Organization's assets and resources. ~~The Division will assist programme managers in strengthening their accountability and internal control framework through the identification of best practices and opportunities presented by the changing circumstances.~~ [*changed to reflect new structure*]

Expected accomplishments

25.8 [*old paragraph 25.11*] Expected accomplishments would include greater compliance with General Assembly directives, established regulations, rules, policies and procedures; enhancement of transparency and accountability within the Organization; and increased efficiency.

Indicators of achievement

25.9 [*old paragraph 25.12, as revised*] Indicators of achievement would include: (a) the number of audit recommendations implemented by programme managers; (b) ~~a more effective use of financial resources in order to guarantee the implementation of programmes and mandates and more effective procedures; (c)~~ the level of recovery of erroneous or unauthorized expenditures; and ~~(d)~~ **(c)** better coordination with external oversight bodies. [*changed to reflect new structure*]

Subprogramme 2
Monitoring, evaluation and consulting

A. Central monitoring and inspection [*New*]

Objective

25.10 [*old paragraph 25.13, as revised*] The objective **of this component** of the subprogramme is to strengthen programme implementation by monitoring the delivery and output of the programmes and to determine whether they are adequate, timely and in accordance with the mandates, whether they address effectively the objectives of the programmes and whether resources are used efficiently. [*changed to reflect new structure*]

Strategy

25.11 [*old paragraph 25.14, as revised*] Within the Office of Internal Oversight Services, responsibility for this **component of the** subprogramme is vested in the ~~Central Monitoring and Inspection Unit~~. **Monitoring, Evaluation and Consulting Division**. The ~~Unit~~ **Division** will monitor changes made during the biennium in the programme of work as set out in the programme budget and, at the end of the biennium, will determine the actual progress made towards achieving the objectives and expected accomplishments through the delivery of final output in comparison with the objectives set out in the programme narratives of the approved programme budget. The ~~Unit~~ **Division** will examine whether activities correspond to mandates and the reasons for postponement, reformulation, termination or addition. The ~~Unit~~ **Division** will assist programme managers in improving managerial and programmatic efficiency by undertaking ad hoc reviews (inspections) to help them to identify problems affecting the effective and efficient delivery of their outputs. To ensure that recommended corrective measures are implemented, the ~~Unit~~ **Division** will conduct follow-up reviews. The ~~Unit~~ **Division** will also provide guidelines and best practices on performance reporting to programme managers in order to help them to identify problems affecting the effective and efficient implementation of their work programmes. [*changed to reflect new structure*]

Expected accomplishments

25.12 [*old paragraph 25.15*] Expected accomplishments would include more effective monitoring by programme managers of the implementation of activities; reporting thereon to the General Assembly through the Committee for Programme and Coordination; and more timely programme delivery.

Indicators of achievement

25.13 [*old paragraph 25.16*] The indicators of achievement would include an increase in the adoption by programme managers of monitoring procedures and work plans to follow progress made towards achieving accomplishments; the level of compliance by programme managers with inspection recommendations; and the submission of reports in a timely manner in accordance with rule 6.3 of the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation.

B. Central evaluation [*New*]

Objective

25.14 [*old paragraph 25.5, as revised*] The objective of this **component of the** subprogramme is: (a) to enable intergovernmental bodies to determine as systematically and objectively as possible the efficiency and effectiveness of the Organization's activities in relation to their objectives; and (b) to enable the Secretariat and Member States to engage in systematic reflections with a view to increasing the effectiveness of the main programmes of the Organization. [*changed to reflect new structure*]

Strategy

25.15 [*old paragraph 25.6, as revised*] Within the Office of Internal Oversight Services, substantive responsibility for this **component of the** subprogramme is vested in the ~~Central Evaluation Unit~~ **Monitoring, Evaluation and Consulting Division**. The ~~Unit~~ **Division** will conduct evaluations that facilitate an assessment by intergovernmental bodies of the relevance, effectiveness and impact of outputs and activities against the objectives of a programme or subprogramme. The ~~Unit~~ **Division** will utilize baseline data and indicators of progress to assess programme impact in terms of the objectives and will identify and analyse the factors associated with effectiveness, implementation and impact. The ~~Unit~~ **Division** will also assist departments and offices in the Secretariat in implementing evaluation recommendations approved by the General Assembly and in developing their own self-evaluation activities. The ~~Unit~~ **Division** will conduct workshops and provide training on evaluation at the request of departments and offices, and in other ways support self-evaluation. [*changed to reflect new structure*]

Expected accomplishments

25.16 [*old paragraph 25.7*] Expected accomplishments would consist of improvements in helping intergovernmental organs to determine the relevance, efficiency and effectiveness of the mandated programmes and activities.

Indicators of achievement

25.17 [*old paragraph 25.8*] Indicators of achievement would include: (a) the number of evaluation recommendations approved by pertinent intergovernmental bodies that had been implemented by programme managers; (b) better coordination with external oversight bodies; (c) the quality of evaluation recommendations and their contribution towards a better analysis of the implementation and effectiveness of programmes by intergovernmental bodies; and (d) the quality and extent of self-evaluations conducted by programme managers.

C. Management consulting [*New*]

Objective

25.18 [*old paragraph 25.9, as revised*] The primary objective **of this component** of the subprogramme is to ensure efficient and effective implementation and management of programmes, activities and operations by programme managers in accordance with the relevant legislative mandates. [*changed to reflect new structure*]

Strategy

25.19 [*old paragraph 25.10, as revised*] Within the Office of Internal Oversight Services, substantive responsibility for this **component of** subprogramme is vested in the ~~Audit and Management Consulting~~ **Monitoring, Evaluation and Consulting** Division. The Division will ~~examine, review and appraise the use of financial resources in order to ensure the implementation of programmes and legislative mandates; ascertain compliance of programme managers with the financial and administrative regulations and rules as well as with the approved recommendations of external oversight bodies; undertake management audits, reviews and surveys to improve the structure of the Organization and its~~ **provide management consulting services to improve the level of service delivery and to enhance the Organization's** responsiveness to the requirements of programmes and legislative mandates. ~~monitor the effectiveness of the systems of internal control of the Organization; and ensure proper management of the Organization's assets and resources.~~ The Division will assist programme managers in strengthening their accountability and internal control framework through the identification of best practices and opportunities presented by the changing circumstances. [*changed to reflect new structure*]

Expected accomplishments

25.20 [*old paragraph 25.11, as revised*] Expected accomplishments would include ~~greater compliance with General Assembly directives, established regulations, rules, policies and procedures; enhancement of transparency and accountability within the Organization; and~~ increased **effectiveness and efficiency in managing programmes as a result of the management consulting services provided**. [*changed to reflect new structure*]

Indicators of achievement

25.21 [*old paragraph 25.12, as revised*] Indicators of achievement would include: (a) ~~the number of audit recommendations implemented by programme managers; (b)~~ a more effective use of ~~financial~~ resources in order to guarantee the implementation of programmes and mandates and more effective procedures; **and (b) the percentage of management consulting recommendations implemented by programme managers.** ~~(c) the level of recovery of erroneous or unauthorized expenditures; and (d) better coordination with external oversight bodies.~~ [*changed to reflect new structure*]

Subprogramme 3
Investigations

25.22 [*old paragraph 25.17*] The objective of this subprogramme is to ensure compliance with regulations and rules of the United Nations and to minimize the occurrence of fraud, violations of regulations and rules of the United Nations, mismanagement, misconduct, waste of resources and abuse of authority.

Strategy

25.23 [*old paragraph 25.18, as revised*] Within the Office, substantive responsibility is vested in the Investigations ~~Section~~ **Division**. The ~~Section~~ **Division** will investigate reported allegations of fraud, misconduct, mismanagement, waste of resources, abuse of authority, violations of regulations and rules of the United Nations and other malfeasance. On the basis of its findings, the ~~Section~~ **Division** will recommend the jurisdictional, disciplinary or other corrective action that should be taken. The ~~Section~~ **Division** will also assess the potential for fraud and other violations in high-risk operations through the analysis of control systems and will recommend action to be taken in order to minimize the risk of occurrence of such violations. In addition, in case of need and when appropriate, the ~~Section~~ **Division** will provide investigative services to the funds and programmes of the United Nations. [*changed to reflect new structure*]

Renumber old paragraphs 25.19 and 25.20 as 25.24 and 25.25 respectively.